

PERCEIVED ORGANIZATIONAL SUPPORT, WORK ETHIC AND COMPENSATION ON ORGANIZATIONAL COMMITMENT

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Abstract: *This study aims to analyze the effect of perceived organizational support, work ethic and compensation on organizational commitment. The population is all employees in the outsourcing company PT Despan Berkah Abadi Cilacap Regency. The sample of this study amounted to 110 respondents with a nonprobability sampling technique with a saturated sample approach where the entire population was sampled. The analysis process involves classical assumption tests which include normality tests, multicollinearity tests and heteroscedasticity tests. Then hypothesis testing which includes the T test, coefficient of determination and multiple linear regression analysis. The results of this study are the perception of organizational support has a significant negative effect on organizational commitment. Work ethic has a significant positive effect on organizational commitment. Compensation has a significant positive effect on organizational commitment.*

Keywords: *Perception organizational support, work ethic, compensation, organizational commitment*

1. Introduction

In 2023, the Indonesian government plans a significant change in the status of honorary workers by turning them into outsourced workers. This decision is based on the consideration that the outsourcing system can be an effective solution in overcoming the shortage of human resources faced by many companies. Based on a report from CNBC Indonesia in 2022, the recruitment of outsourced workers is considered a strategy that can help companies manage and reduce operational costs. This move is believed to have a positive impact on company efficiency and productivity, while improving the quality of services provided. Although this change can open up new opportunities for companies, strict supervision and regulation are needed so that workers' rights are maintained and there is no abuse of the outsourcing system (CNBC Indonesia, 2022).

The practice of outsourcing is increasingly becoming a strategic choice for many companies in this era of globalization. Areas such as manufacturing, accounting tasks, and IT services are outsourcing some operational responsibilities to third parties. By relying on third-party labor, companies can gain instant access to the necessary resources without having to make large investments in training or developing internal employees. In addition, outsourcing also provides the opportunity to outsource the fulfillment of specific needs or tasks to partners who are experts in the field. Thus, outsourcing becomes not only about cost efficiency, but also about creating a business environment that is more dynamic, responsive, and adaptable to rapid changes in the global market (Kompas, 2022).

PT Despan Berkah Abadi as one of the outsourcing companies operating in Indonesia. With 110 employees, PT Despan Berkah Abadi has a fairly large team that is well organized. These employees are led by two foremen, and supported by a safety man who is responsible for maintaining safety in the workplace. With the presence of PT Despan Berkah Abadi, the parent company PT Pertamina can focus more on its core business while hygiene and health tasks are handled by a team of experts from the outsourcing company. PT Despan Berkah Abadi feels it is important to improve service quality and one of the key factors recognized in this achievement is having employees with high commitment to the organization. This success is crucial to avoid high turnover rates, which can have a detrimental impact on the sustainability of the organization and reduce the quality of services provided.

In this context, commitment is defined as the level of trust and acceptance by employees towards the organization, showing their desire to stay in the organization to achieve common goals. According to Allen Meyer's theory (1990) defines commitment as the desire to maintain membership of an organization as an obligation. By strengthening commitment, companies can maintain workforce stability and improve the quality of service provided to their customers (Toqwy & Edward, 2021). This study aims to analyze the effect of perceived organizational support, work ethic and compensation on increasing organizational commitment. And with this research, it is hoped that it can be a company solution to increase organizational commitment.

According to (Yuni & Panggabean, 2023), it was found that organizational commitment was built through perceived organizational support. Perceived organizational support (POS) in this study refer to the theory of Rhoades and Eisenberger (2002), (POS) is the general belief that employees have regarding the extent to which the organization values their contributions and cares about their welfare based on the dimensions of PDO, including dimensions of justice, and supervisor support as well as organizational rewards and working conditions. Employees who believe that their company cares about their well-being tend to feel attached to the organization's identity, which ultimately results in a strong relationship and positive perception of the company they work for. This is supported by previously conducted studies from Metria & Riana (2018) and Panuju & Mangundjaya (2018) that the more positive the perception of employee organizational support, it can predict an increase in organizational commitment. This commitment, in context, also acts as a reducing factor in employees' desire to leave the company (Darmawan & Mardikaningsih, 2021).

Research such as that conducted by Azhar et al., (2019); Fahrizal & Utama (2017); Prasetyo & Waskito (2023); Purnami (2017); Toqwy & Edward (2021); Yuni & Panggabean (2023) shows a significant positive influence between POS and organizational commitment. Meanwhile, research conducted by Claudia, (2018); Fikran et al., (2023); Vitria (2017) states that POS has no significant effect on increasing organizational commitment. Based on the differences in research opinions above, the first hypothesis is taken, namely:

H1: POS has a significant positive effect on organizational commitment.

According to the theory of Miller et al. (2002), work ethic is a collection of attitudes and beliefs held by individuals related to work behavior applied to related organizations. Work ethic is defined as a set of positive behaviors that arise from core beliefs accompanied by commitment to a holistic work model Septiandri & Tjahjadi (2022). Research states that a good work ethic has a positive impact on the formation of a person's commitment to their work and thus increases employee commitment to the organization where they work. In other words, a high work ethic can positively influence an individual's level of organizational commitment to the organization (Hamid et al., 2021).

Some previous studies also show views related to the influence between work ethic and organizational commitment. According to Hamid et al., (2021) work ethic is identified as having a significant positive effect with organizational commitment which is associated with improved performance. Ardiani & Fauzan (2023); Asih & Sugianingrat (2023); Ghani et al., (2022); Macarau et al., (2020); Mardianti et al., (2020); Suratno & Fauzan (2023) support these findings by providing similar findings, namely the existence of a positive and significant influence between work ethic and organizational commitment.

Therefore, the literature as a whole shows that work ethic plays an important role in shaping employee commitment to the organization. Thus, from this view, an understanding is formed that work ethic is not just an internal individual factor, but also a critical factor in forming a strong bond between employees and the organization. Therefore, the second hypothesis is taken, namely:

H2: Work ethic has a significant positive effect on organizational commitment.

Based on research conducted by Sari & Riana (2018), organizational commitment can be formed properly when employees receive appropriate compensation. Compensation, as explained in Simamora's (1997) theory that compensation consists of financial compensation (base pay, merit pay, incentive pay, deferred pay, protection programs, out-of-hours pay, facilities) and non-financial compensation (work and work environment). This definition is reinforced by the view of Dewi et al., (2018), that compensation involves all rewards received by employees, both in the form of direct and indirect wages. Thus, the concept of compensation is not limited to financial aspects alone, but also includes non-financial elements that provide added value to employees.

The findings presented by Anggreni et al., (2023) show that compensation has a significant positive effect on organizational commitment. This means that the rewards received by employees, whether in the form of money, goods, or other forms of direct rewards, have a crucial role in shaping their level of commitment to the organization.

In addition, several previous studies also show views regarding the influence between compensation and organizational commitment. Purnami (2017) states that compensation has a negative but insignificant effect on organizational commitment while research by Akbar et al., (2023); Arta & Surya (2017); Junaedi et al., (2021); Panggabean et al., (2023); Suta & Ardana, (2019) reveal that compensation has a significant positive effect on organizational commitment. Because there are still differences of opinion, research is conducted to understand more deeply the effect of compensation on organizational commitment. So the third hypothesis is taken, namely:

H3: Compensation has a significant positive effect on organizational commitment.

This study aims to examine the influence of POS, work ethic and compensation on the level of organizational commitment. The research model developed to accommodate these variables is shown in Figure 1.

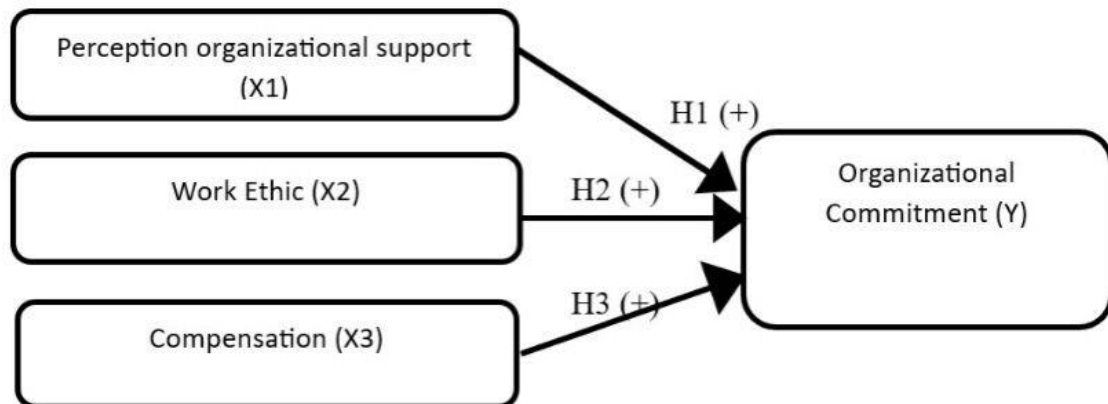


Figure 1. Research Model

By detailing the relationship between perceived organizational support, work ethic and compensation as independent variables, and organizational commitment as the dependent variable. This research seeks to understand the contribution of each factor to the level of organizational commitment. By detailing this relationship, it is hoped that this research can provide a deeper insight into the factors that influence organizational commitment. The data collected through this research model is expected to serve as a basis for companies in designing more effective management strategies to improve employee commitment and overall organizational well-being.

2. Research Method

This study took a population of all employees of PT Despan Berkah Abadi Cilacap Regency, totaling 110 employees. The sampling technique used was a saturated sample technique with a sample of 110 employees. The main instrument in this study was a questionnaire. However, to obtain more in-depth information, the study also involved unstructured interviews. A five-point Likert scale was used in the questionnaire, where each alternative answer was scored according to the level of agreement to disagreement. Regression analysis was chosen as the method of analysis because it can test and determine the influence between perceived organizational support, work ethic and compensation with organizational commitment. The dependent variable in this study is organizational commitment (Y), while the independent variables are perceived organizational support (X1), work ethic (X2), and compensation (X3).

Data processing was carried out using SPSS for Windows version 25.0 software. The analysis process involves classical assumption tests which include normality, multicollinearity and heteroscedasticity tests. Then multiple linear regression which includes the T test, the coefficient of determination test, and multiple linear regression analysis. The data used comes from primary sources, namely questionnaires distributed to predetermined respondents.

Table 1.
Variable of Indicator

No	Variabel	Definisi	Indikator
1	Organizational commitment (Y)	The definition of organizational commitment is often defined as the desire to maintain membership in an organization as an obligation.	1. Affektive commitment, 2. Continuance commitment, 3. Normative commitment, Noviardy & Aliya (2020)
2	Perceived organizational support (X1)	The definition of perceived organizational support is the general belief that employees have regarding the extent to which the organization through their contributions and cares about their welfare.	1. Organizational appreciation of employee contributions, 2. Recognition of employee effort, 3. Organizational attention to employee complaints, 4. Concern for welfare, 5. Reprimand if not doing a good job, 6. Concern for employee satisfaction, 7. Attention to employees, 8. Pride in employee success at work. Putra dan Sriathi (2017)
3	Work ethic (X2)	The definition of work ethic is a set of positive behaviors that arise from core beliefs accompanied by a commitment to a holistic work model.	1. Employee attitude, 2. Feelings of an employee, 3. Willingness of employees in, 4. Carry out their work, 5. The seriousness with which employees work, Nitisemito (2010)
4	Compensation (X3)	The definition of compensation involves all rewards received by employees, both in the form of direct and indirect wages.	1. Monthly salary 2. Holiday allowance 3. Job bonus 4. Social security 5. Company facilities Setiawan & Dewi (2017)

3. Results and Discussion

3.1. Results

Respondent Characteristics

Table 1. Characteristics of Respondents

Category	Characteristics	Frequency
Gender	Male	105
	Female	5
Age	20-30	14
	30-40	14
	40-50	43
	50-60	39
Length of Employment	< 2 Year	18
	2-5 Year	6
	5 Tahun	86
Education	SMA/SMK	78
	S1	32
	S2	0

Respondents in this study were all employees of PT Despan Berkah Abadi. Looking at the characteristics of 110 respondents in terms of gender, it was found that male respondents dominated the number of respondents. When viewed in terms of the age of the respondents, the dominance of respondents aged 40-50 years. Then in terms of length of work, the respondents are dominated by 5 years. When viewed in terms of the latest formal education, respondents are dominated by respondents who have a previous high school / vocational high school education. This research was conducted on all employees of PT Despan Berkah Abadi Cilacap Regency. The research sample amounted to 110 respondents. This study looks at how perceptions of organizational support, work ethic and compensation affect organizational commitment. There are 11 statements for organizational commitment, 8 statements for perceived organizational support, 4 statements for work ethic and 5 for compensation statements.

Classical Assumption Test

Normality Test		
N		110
Normal Parameters	Mean	.0000000
	Std. Deviation	2.80163482
Most Extreme Differences	Absolute	.079
	Positive	.079
	Negative	-.071
Test Statistic		.079
Asymp. Sig. (2-tailed)		.087 ^c

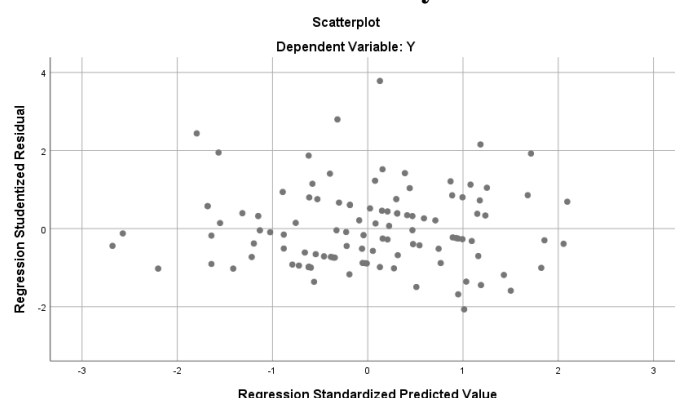
Based on the normality test results, it is found that the Kolmogorov-Smirnov value is 0.079, while the Asymp.sig (2-tailed) value is 0.087. By considering the predetermined significance level of 0.05, it can be concluded that the Asymp.sig (2-tailed) value of $0.087 > 0.05$. Therefore, based on this criterion, it can be concluded that the research data shows a normal distribution. This conclusion supports the validity of the data used in this study significantly. Thus, the findings from the study can be considered as a strong representation and can be a solid basis for further decision-making or interpretation.

Multicollinearity Test

	t	Sig.	Tolerance	VIF
(Constant)	9.164	0.000		
Persepsi Dukungan Organisasi (X1)	(- 2.194)	0.030	0.864	1.157
Etos Kerja (X2)	3.209	0.002	0.873	1.145
Kompensasi (X3)	3.030	0.003	0.944	1.060

The analysis results show that each independent variable in the regression model has a tolerance value greater than 0.100 and a Variance Inflation Factor (VIF) value less than 10.00. Specifically, the high tolerance value and low VIF value indicate that there is no indication of a multicollinearity problem between the independent variables in this regression model. This situation reflects that each independent variable can contribute independently without any interference from multicollinearity that could affect the analysis results. Therefore, it can be concluded that the regression model used in this study provides a stable and accurate estimate of the relationship between the observed variables.

Heteroscedasticity Test



Imam Gozali (2011) states that the presence of heteroscedasticity can be recognized when there are unclear patterns in the scatterplots, such as wavy patterns, changing distribution width variations, or the spread of points above and below the 0 value on the Y axis. Based on this, it can be concluded that there are no signs of heteroscedasticity seen in this research data.

Hypothesis Test

	Partial T Test			
	t	Sig.	Tolerance	VIF
(Constant)	9.164	0.000		
Persepsi Dukungan Organisasi (X1)	(- 2.194)	0.030	0.864	1.157
Etos Kerja (X2)	3.209	0.002	0.873	1.145
Kompensasi (X3)	3.030	0.003	0.944	1.060

Based on the results of the analysis of the value (Sig.) of the variables of perceived organizational support (X1), work ethic (X2), and compensation (X3) on the organizational commitment variable (Y), it is found that these values are smaller than the threshold, namely 0.05, and the calculated T value is greater than the T table value, namely 1.663.

In the context of perceived organizational support (X1), the Sig. value of $0.030 < 0.05$, and the calculated T value of $(-2.194) < 1.663$. Therefore, it can be concluded that the perceived organizational support variable (X1) has a significant negative effect on the organizational commitment variable (Y).

For work ethic (X2), the Sig. value is $0.002 < 0.05$, and the calculated T value is $3.209 > 1.663$. Thus, it can be concluded that the work ethic variable (X2) has a significant positive effect on organizational commitment (Y).

Furthermore, in the compensation variable (X3), the Sig. value is $0.003 < 0.05$, and the calculated T value is $3.030 > 1.663$. Therefore, it can be concluded that the compensation variable (X3) has a significant positive effect on organizational commitment (Y).

Coefficient of Determination Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.405 ^a	.164	.140	2.841

Based on the results of the analysis, it was found that the R-Square value was 0.164. This figure illustrates that the joint effect of the variables of perceived organizational support (X1), work ethic (X2), and compensation (X3) on the organizational commitment variable (Y) can explain about 16.4% of the variation contained in variable Y. In other words, about 83.6% of the variation in variable Y cannot be explained by the three independent variables in the context of this regression model.

Although the R-Square value does not reach a high level, this finding still gives an idea of how well the regression model can explain the variation in the dependent variable. Therefore, further research or the addition of other variables may be warranted to improve the model's level of explanation of the Y variable.

Multiple Linear Regression Analysis

	B	Sig.
(Constant)	36.768	3.837
Persepsi Dukungan Organisasi (X1)	(- 0.173)	0.082
Etos Kerja (X2)	0.337	0.102
Kompensasi (X3)	0.342	0.116

The results of multiple linear regression analysis on the effect of perceived organizational support (X1), work ethic (X2), and compensation (X3) on organizational commitment (Y) obtained the following regression model:

$$Y = 33,196 + (-0.135)X1 + 0.125X2 + 0.166X3$$

3.2. Discussion

3.2.1 The Effect of Perceived Organizational Support on Organizational Commitment

Based on the results of the discussion in the partial T test, it shows that the perception of organizational support has a significant negative effect on organizational commitment. This means that when employees feel supported by the company, it causes a decrease in employee commitment to the company. This is because each employee has a different character, response and expectations of the organizational support that has been provided.

The results of this study are not in line with research conducted Azhar et al., (2019); Prasetyo & Waskito (2023) and Yuni & Panggabean (2023) which state that perceptions of organizational support have a significant positive effect on organizational commitment. However, the results of this study are supported by Claudia (2018); Fikran et al., (2023) and Vitria (2017) which state that perceived organizational support has a significant negative effect on organizational commitment.

3.2.2 The Effect of Work Ethic on Organizational Commitment

Based on the results of the discussion in the partial T test, it shows work ethic has a significant positive effect on organizational commitment. This means that a high work ethic can have a significant positive impact on organizational commitment. When employees have a strong work ethic, they tend to show a higher level of involvement in carrying out their tasks.

Work ethic includes dedication, discipline, and responsibility for work can form a solid basis for the formation of commitment to the organization. This research is in line with research Asih & Sugianingrat (2023); Ghani et al., (2022); Hamid et al., (2021); Suratno & Fauzan (2023) which state that work ethic has a significant positive effect on organizational commitment.

3.2.3 The Effect of Compensation on Organizational Commitment

Based on the results of the discussion in the partial T test, it shows compensation also has a significant positive effect on organizational commitment. This means that adequate and fair

compensation has a positive influence on organizational commitment. When employees feel that they are valued and rewarded according to their contributions and achievements, this tends to increase their sense of attachment to the organization. Good compensation reflects respect for the value and skills of employees, creating stronger emotional ties between individuals and companies.

This research is not in line with Purnami (2017) which states that compensation has a negative and insignificant effect on organizational commitment. However, the results of this study are supported by Anggreni et al., (2023); Junaedi et al., (2021); Suta & Ardana (2019) which state that compensation has a significant positive effect on organizational commitment.

3. Conclusion

Based on the results of the discussion, it is concluded that the perception of organizational support, work ethic partially and simultaneously affects organizational commitment. Increasing organizational commitment at PT Despan Berkah Abadi can be done by increasing work ethic and compensation to employees. Although this study has analyzed the effect of perceived organizational support, work ethic and compensation on organizational commitment at PT Despan Berkah Abadi. Researchers have limitations that need to be considered. First, time constraints may affect the depth of analysis and data collection. Second, variable limitations due to the weak R square value of 0.164 so that further research is expected to add variables such as organizational culture, job satisfaction, leadership style, and motivation that are interrelated with organizational commitment.

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